










Scorecard >




1.0 Customer						+ ADD
	As of Date	Actual	Goal	FYTD Actual	FYTD Goal	
Maintain or improve overall air quality (NU 4-2)						
 Percent of good to moderate air quality days	Dec 2006	100 %	98 %	n/a	n/a	
Improve soil, surface water, and groundwater quality (NU 3-1)						
 Percent of contaminated site rehabilitation documents reviewed within the required timeframe	Dec 2006	82 %	90 %	79 %	90 %	
 Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with County standard	FY07 Q1	100 %	95 %	100 %	95 %	
Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with County standard	FY07 Q1	67 %	n/a	67 %	n/a	
Protect, restore, or enhance environmentally endangered resources (NU 3-3)						
Acres of environmentally endangered lands purchased	FY07 Q1	485	n/a	485	n/a	
Number of purchase offers made to land owners	FY07 Q1	50	n/a	50	n/a	
Reduce flooding (NU 6-1)						
 Community Rating System (CRS) Rating	FY07 Q1	5	5	5	5	
 Number of flood sites evaluated	FY07 Q1	3	0	3	0	
Reduce sanitary sewer system overflows (NU 3-1)						
Total number of overflows: accidental breaks and infrastructure failure	Dec 2006	4	n/a	28	n/a	
Increase the tree canopy (NU 5-1)						
 Number of trees distributed through the Adopt-a-Tree Program	FY07 Q1	100	2,500	100	2,500	
Increase voluntary compliance with environmental regulations (NU 4-1)						
Percent of all DERM regulated facilities in compliance at routine inspection						
Percent of all air facilities in compliance at annual inspection	Dec 2006	91 %	n/a	91 %	n/a	
Increase public awareness of environmental resources and regulations (NU 4-1)						
Number of environmental education events	FY07 Q1	12	n/a	12	n/a	
2.0 Financial						+ ADD
	As of Date	Actual	Goal	FYTD Actual	FYTD Goal	
Meet Budget Targets (DERM)						
 Revenue: Total (DERM)	FY07 Q1	\$18,867	\$18,724	\$18,867	\$18,724	
 Expen: Total (DERM)	FY07 Q1	\$13,356	\$17,659	\$13,356	\$17,659	
3.0 Internal						+ ADD
	As of Date	Actual	Goal	FYTD Actual	FYTD Goal	
Increase the percentage of construction plan reviews completed within required turnaround times (NU 1-2)						
 DERM Percent of building permit plans reviewed within 4 to 8 days	FY07 Q1	98 %	96 %	98 %	96 %	
Increase the percentage of DERM permits issued within required turnaround times (ED 4-2)						
Percent of all DERM annual operating permits issued						

within required turnaround times



 <u>Percent of Class IV Wetlands permit applications provided with completeness response within 30 day timeframe</u>	Jan 2007	90 %	100 %	98 %	100 %
<u>Percent of all DERM single-use permits issued within required turnaround times</u>					

Increase the percentage of inspections completed as scheduled (NU 4-2)




Percent of all DERM regulated facility inspections conducted as scheduled

 <u>Percent of drinking water facility inspections completed on schedule</u>	FY07 Q1	97 %	95 %	97 %	95 %
 <u>Percent of air inspections completed on schedule</u>	FY07 Q1	99 %	90 %	99 %	90 %
 <u>Percent of Industrial Waste Facility (IW-5) inspections completed on schedule</u>	FY07 Q1	89 %	90 %	89 %	90 %

Reduce inspector response time to environmental complaints and emergencies (NU 4-2)

 <u>General Complaint Response (DERM): Percent of General Complaints Responded to within 48 hours</u>	FY07 Q1	87 %	90 %	87 %	90 %
 <u>Nuisance Complaint Response: Percent of Sanitary Nuisance Complaints responded to within 24 hours</u>	FY07 Q1	85 %	92 %	85 %	92 %
<u>Number of general environmental complaints</u>	FY07 Q1	768	n/a	768	n/a
<u>Number of sanitary nuisance complaints</u>	FY07 Q1	232	n/a	232	n/a

Ensure Computer Services support

 <u>Computer system reliability</u>	Dec 2006	0 outages /month	2 outages /month	0 outages /month	6 outages /month
 <u>Help Desk average response time</u>	Dec 2006	1 Days	3 Days	3 Days	9 Days
 <u>Help Desk median response time</u>	Dec 2006	1 Day	1 Day	3 Day	3 Day

Provide timely laboratory support for resource monitoring and enforcement activities (NU 3-1)








 <u>Complete 80% of enforcement sample analysis within 15 days</u>	Jan 2007	100 %	80 %	99 %	80 %
 <u>Complete 80% of project samples within 20 days</u>	Jan 2007	100 %	80 %	100 %	80 %

4.0 Learning and Growth

|  ADD

	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
<u>Increase technical training to staff (NU 2-3)</u>					
 <u>Hours of training</u>	FY07 Q1	636	1,000	636	1,000
<u>Reduce vacancy rates of key positions (NU 2-3)</u>					
<u>Hydrogeologist 2 vacancy rate</u>	Dec 2006	19 %	n/a	57 %	n/a
<u>Biologist 1 vacancy rate</u>	Dec 2006	15 %	n/a	40 %	n/a
<u>Engineer 2 vacancy rate</u>	Dec 2006	9 %	n/a	35 %	n/a

Initiatives >

Name	Start	Finish	Complete
<u>Consolidate environmental inspection programs and permitting</u>	10/1/2006	9/30/2007	75%
Budget: Timing: 			
<u>Comprehensive Everglades Restoration Plan (CERP)</u>	10/1/2006	9/30/2007	20%
Budget: Timing: 			
<u>Beach Renourishment</u>	10/1/2006	9/30/2007	
Budget:  Timing: 			
<u>Secure funding for Miami River Dredging Project</u>	1/1/2007	4/30/2009	
<u>Operation Sortie: Plan Review Quality</u>	12/20/2006	9/30/2007	20%
Budget: Timing: 			
<u>Implement the Environmental Enterprise Operating System (EEOS)</u>	10/1/2006	9/30/2008	40%
Budget:  Timing:			
<u>Integrate the Department's Electronic Document Management Systems (EDMS) with more workgroups</u>	10/1/2006	9/30/2008	50%
Budget:  Timing:			

Conduct formal review of Chapter 24 MDCC (NU 4-3)	10/1/2004	9/30/2007	30%
Budget: Timing:			
Include comparative and competitive data in the analysis and reporting of department's performance results (DERM)	10/1/2006	9/30/2007	10%
Budget: Timing:			
Develop a systematic approach to identifying, managing, and sharing best practices within department (DERM)	10/1/2006	9/30/2007	
Budget: Timing:			
Develop a systematic approach to analyzing performance data for determining priorities and supporting strategic decision-making (DERM)	10/1/2006	9/30/2007	
Budget: Timing:			
Fully Implement performance measurement (using ASE) at every level, including front line employees (DERM)	10/1/2006	9/30/2007	90%
Budget: Timing:			
Develop a systematic, standardized approach to monitor and improve internal processes (DERM)	10/1/2006	9/30/2007	
Budget: Timing:			
Develop a systematic approach to collect/analyze employee satisfaction and dissatisfaction data (DERM)	10/1/2006	9/30/2007	
Budget: Timing:			
Develop a systematic approach to collect/analyze customer complaint, satisfaction, and dissatisfaction data (DERM)	10/1/2006	9/30/2007	
Budget: Timing:			

Scorecard Details >

Exception Report

Owners

Monitors

Scorecard Name:

DERM

[Gonzalez, Jose](#) [Espinosa, Carlos](#) [Almuina, Manny](#)
[Knowles, Amy](#) [Valdes, Dorian](#)

Description:

Parent Scorecards

[ACM Scorecard - Carlton, Roger](#)

Child Scorecards

[Air Quality](#)

[Water Resources Quality](#)

[Environmentally Endangered Resources Monitoring, Preservation, and Enhancement](#)

[Sustainability and Green Government](#)

[Environmental Inspections and Enforcement Activities](#)

[Permitting Services: Construction Plan Review, Annual Operating Permits, and Single-Use Permits](#)

[Support Services](#)

External Applications >

Attachments >

Title

Status

Check Out

Customer Perspective

Objective Name	Owner(s)
Maintain or improve overall air quality (NU 4-2)	Carlos Espinosa Patrick Wong

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
---------------------------------	----------	------------------------

Parent Objectives

Measure	Owner(s)
Percent of good to moderate air quality days	Patrick Wong

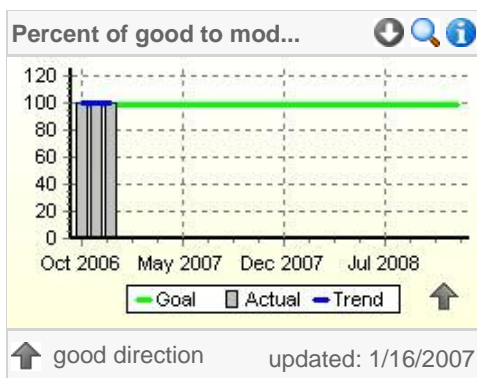
The Air Quality Index (AQI) was developed by the EPA to provide accurate and easily understandable information to the community about daily air pollution levels and the associated health effects. The Index provides EPA with a uniform system of measuring pollution levels for the major air pollutants regulated under the Clean Air Act (CAA). Once the levels are measured, the AQI figures are reported in all metropolitan areas of the United States with populations exceeding 200,000. The AQI applies to five major pollutant NAAQS established under the CAA: particulate matter, sulfur dioxide, carbon monoxide, nitrogen dioxide and ground-level ozone. The top 2-ratings are: "Good" The AQI value for your community is between 0 and 50. Air quality is considered satisfactory and air pollution poses little or no risk. "Moderate" The AQI for your community is between 51 and 100. Air quality is acceptable; however, for some pollutants there may be a moderate health concern for a very small number of individuals. For example, people who are unusually sensitive to ozone may experience respiratory symptoms.

Performance	Initiatives Linked To Measure	Owner(s)
-------------	-------------------------------	----------

Ind	Actual	Goal	Variance	Date
▲	100 %	98 %	2 %	12/31/2006

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
	Percent of good quality air days	100 %	n/a	Dec 2006
	Percent of moderate quality air days	0 %	n/a	Dec 2006



Objective Name
Owner(s)

Protect, restore, or enhance environmentally endangered resources (NU 3-3)

Carlos Espinosa Susan Markley Emilie Young

Initiatives Linked To Objective
Owner(s)
GrandParent Objectives
Parent Objectives
Measure
Owner(s)

Acres of environmentally endangered lands purchased

Emilie Young

The EEL Program was established in 1990 through a countywide referendum which approved a two-year tax increase to acquire, restore, and maintain environmentally endangered lands. In 2004, and additional \$40 million was approved for EEL projects as part of the Building Better Communities Bond. As of Dec. 2006, EEL and its partners had acquired 17,636 acres of land. In addition 2,729 acres of park natural areas have been designated as EEL sites. In total the EEL Program funds active management of 20,365 acres of natural areas.

Performance
Initiatives Linked To Measure
Owner(s)

Ind	Actual	Goal	Variance	Date
	485	n/a	n/a	12/31/2006

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Measure	Owner(s)
Number of purchase offers made to land owners	Emilie Young

Performance				
Ind	Actual	Goal	Variance	Date
	50	n/a	n/a	12/31/2006

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
Ind	Name	Actual	Goal	Date



Objective Name	Owner(s)
Improve soil, surface water, and groundwater quality (NU 3-1)	Carlos Espinosa Susan Markley Wilbur Mayorga

Initiatives Linked To Objective	Owner(s)
---------------------------------	----------

GrandParent Objectives

Parent Objectives

Measure	Owner(s)
Percent of contaminated site rehabilitation documents reviewed within the required timeframe	Wilbur Mayorga

This measure represents the percent of documents reviewed by the DERM (submitted by the responsible party to address the contamination documented at the site) within the established timeframe of 60 days or less. The tracking of the response time allows the DERM to ensure compliance with Florida Department of Environmental Protection (FDEP) contract and delegated programs and compliance with state and county law. It is tracked by the DERM computer system and updated every time a new site rehabilitation task occurs (e.g., submittal of assessment or remedial documents, source removals reports, DERM response, etc.). Periodic reports are run to provide the information to management and staff.

Performance				
Ind	Actual	Goal	Variance	Date
☑	82 %	90 %	(8) %	12/31/2006

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
Ind	Name	Actual	Goal	Date
	Number of documents reviewed	130	n/a	Dec 2006
	Number of documents to be reviewed	159	n/a	Dec 2006



Measure**Owner(s)**

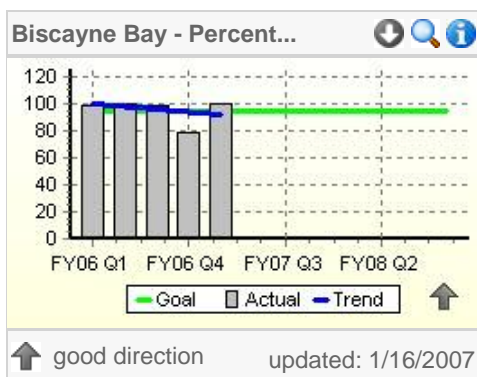
Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with County standard

Susan Markley

As part of a comprehensive long-term surface water quality monitoring program, samples from approximately 30 locations in Biscayne Bay are collected each month and tested for coliform bacteria, an indicator of sewage pollution. Standards have been established for various bacterial indicators to determine levels safe for human recreational uses involving water contact, such as swimming or fishing. Bacteria concentrations may be related to illegal discharges, human uses, other natural sources, or physical factors such as salinity or temperature. The reported measure reflects percent of all samples for the quarter with total coliform bacteria concentrations that meet the County standards for total coliform (1,000 organisms or less per 100 milliliters). The open waters of Biscayne Bay are designated as Outstanding Florida Waters and rarely exhibit concentrations of bacteria that exceed any established standards. These excellent characteristics should be maintained, and therefore, the target for this measure is 95% or greater levels of compliance with the County standard.

Performance

Ind	Actual	Goal	Variance	Date
▲	100 %	95 %	5 %	12/31/2006

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Measure**Owner(s)**

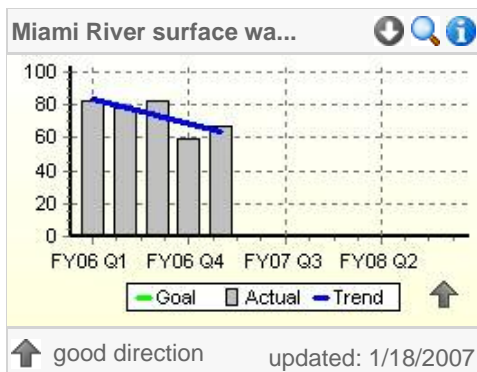
Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with County standard

Susan Markley

As part of a comprehensive long-term surface water quality monitoring program, water samples from approximately 7 locations in the Miami River are collected each month and tested for coliform bacteria, an indicator of sewage pollution. Standards have been established for various bacterial indicators to determine levels safe for human recreational uses involving water contact, such as swimming or fishing. Bacteria concentrations may be related to illegal discharges, human uses, other natural sources, or physical factors such as salinity or temperature. The reported measure reflects percent of all samples for the quarter with total coliform bacteria concentrations that meet the County standards for total coliform (1,000 organisms or less per 100 milliliters). The Miami River has historically experienced high-volume overflows or spills of sewage, as well as chronic contamination related to improper or illegal discharges of sewage to the ground or drainage infrastructure. Recent improvements in the sanitary sewer transmission system have reduced discharges and the concentration of coliform bacteria; however, many samples still exceed County standards. Furthermore, bacteria concentrations vary dramatically depending on weather, tide, salinity and temperature. Rather than a single, short-term target for compliance, goals are for concentrations of bacteria to decrease over the long term, so that percentage of samples meeting the County standard will remain stable or improve.

Performance

Ind	Actual	Goal	Variance	Date
	67 %	n/a	n/a	12/31/2006

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Objective Name
Owner(s)

Increase the tree canopy (NU 5-1)

Julio Calle Carlos Espinosa Dorian Valdes

Initiatives Linked To Objective
Owner(s)
GrandParent Objectives
Parent Objectives
Measure
Owner(s)

Number of trees distributed through the Adopt-a-Tree Program

Julio Calle

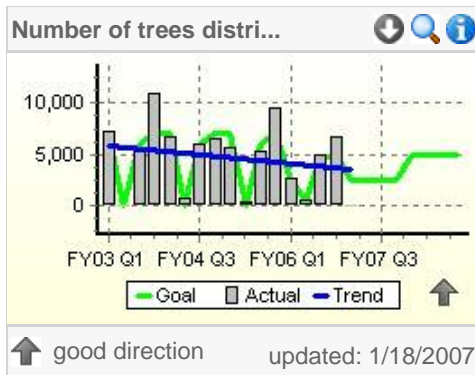
The Adopt-A-Tree program provides free trees to property owners as a way to increase the tree canopy and beautify neighborhoods. Residents may 'adopt' two free trees per year at one of several events held throughout the County. Education in tree planting and care is also provided. This program is active through the 'rainy' summer months and goals are set from May thru October.

Performance
Initiatives Linked To Measure
Owner(s)

Ind	Actual	Goal	Variance	Date
▼	100	2,500	(2,400)	12/31/2006

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Objective Name**Owner(s)**

Increase voluntary compliance with environmental regulations (NU 4-1)

Jose Gonzalez Joe Stilwell

Initiatives Linked To Objective**Owner(s)**

Conduct formal review of Chapter 24 MDCC (NU 4-3)

Joe Stilwell

GrandParent Objectives**Parent Objectives****Measure****Owner(s)**

Percent of all DERM regulated facilities in compliance at routine inspection

Carlos Espinosa Jose Gonzalez Dorian Valdes

This department-wide effort is in development. This measure is intended to show a comparison of different permit (industry) types through examining the percentage of facilities that are in compliance with permit conditions. The data is derived from inspector reporting.

Performance

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Measure	Owner(s)
---------	----------

Percent of all air facilities in compliance at annual inspection

Patrick Wong

This is a composite of all regulated air facilities.

Performance				
-------------	--	--	--	--

Ind	Actual	Goal	Variance	Date
	91 %	n/a	n/a	12/31/2006



Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
----------------------------------	--	--	--	--

Ind	Name	Actual	Goal	Date
	Percent of State and County Permit Inspections in compliance	n/a	n/a	
	Percent of Area and Mobile Sources facilities in compliance	n/a	n/a	

Objective Name	Owner(s)
----------------	----------

Reduce flooding (NU 6-1)

Carlos Espinosa Dorian Valdes

Initiatives Linked To Objective	Owner(s)
---------------------------------	----------

GrandParent Objectives

Parent Objectives

Measure	Owner(s)
---------	----------

Community Rating System (CRS) Rating

Dorian Valdes

The County has achieved an excellent rating of 5 for the improvements made to our water management infrastructure. This has translated to \$12 million in flood insurance savings for residents. There are internal efficiencies that must be achieved to maintain this rating (located on the child scorecard)

Performance				
-------------	--	--	--	--

Ind	Actual	Goal	Variance	Date
▲	5	5	0	12/31/2006



Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
----------------------------------	--	--	--	--

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Measure	Owner(s)
---------	----------

Number of flood sites evaluated

Dorian Valdes

Flood inspections are evaluations of sites that have been reported by residents as experiencing flooding problems. We conduct them to document the severity and extent of stormwater runoff accumulation so that drainage improvement projects can be developed to address the problem. The results of the flood inspections are forwarded in the form of reports to the Stormwater Design Section at Public Works so that they can program the sites into their budget for drainage improvements. The goals are set based on the severity of weather patterns (wet vs dry season). Please note that our wet season begins in June 1 and ends in mid November.

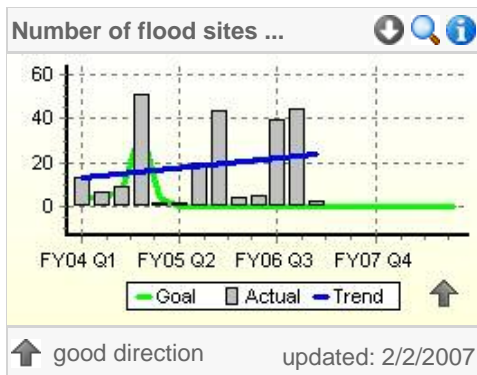
Performance				
-------------	--	--	--	--

Ind	Actual	Goal	Variance	Date
	3	0	3	12/31/2006

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
----------------------------------	--	--	--	--

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Objective Name	Owner(s)
----------------	----------

Increase public awareness of environmental resources and regulations (NU 4-1)

Julio Calle Carlos Espinosa

Initiatives Linked To Objective	Owner(s)
---------------------------------	----------

Enhance and update DERM's website

Julio Calle

GrandParent Objectives

Use consistent, fair and effective means to achieve code compliance

Parent Objectives

(NU4.1) Resident and business voluntary compliance with county codes (priority outcome)

Measure	Owner(s)
---------	----------

Number of environmental education events

Julio Calle

This measure illustrates environmental outreach in the form of presentations and participation in events (both DERM sponsored events). Also show how you count.

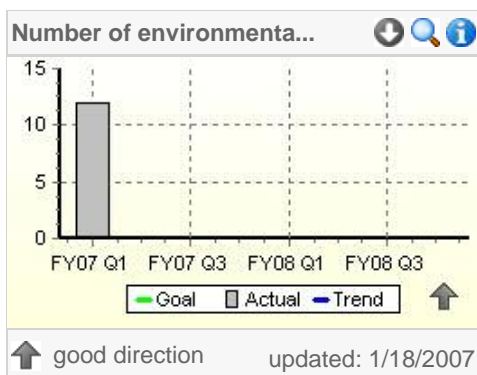
Performance				
-------------	--	--	--	--

Ind	Actual	Goal	Variance	Date
	12	n/a	n/a	12/31/2006

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
----------------------------------	--	--	--	--

Ind	Name	Actual	Goal	Date
	CBO produced events	4	n/a	FY07 Q1
	DERM produced events	8	n/a	FY07 Q1



Objective Name	Owner(s)
Reduce sanitary sewer system overflows (NU 3-1)	Carlos Espinosa Carlos Hernandez

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
---------------------------------	----------	------------------------

Parent Objectives

Measure	Owner(s)
Total number of overflows: accidental breaks and infrastructure failure	Carlos Hernandez
DERM helps reduce overflows through the issuance of operating permits for wastewater facilities. Facilities must comply with operating standards, monthly reporting requirements, and inspections. DERM inspectors respond to overflow events and require timely corrective action through enforcement.	

Performance				
Ind	Actual	Goal	Variance	Date
	4	n/a	n/a	12/31/2006



Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
Ind	Name	Actual	Goal	Date
	Number of overflows caused by accident	1	n/a	Dec 2006
	Number of overflows caused by infrastructure failure	3	n/a	Dec 2006

Financial Perspective

Objective Name

Owner(s)

Meet Budget Targets (DERM)

Herb Balfour Carlos Espinosa

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Planned necessary resources to meet current and future operating and capital needs (priority outcome)

Parent Objectives

(ES8.2.1) Meet Budget Targets

Measure

Owner(s)

Revenue: Total (DERM)

Carlos Espinosa Manny Almuina Herb Balfour

Total revenue in \$1,000s (from FAMIS)

Performance

Ind	Actual	Goal	Variance	Date
▲	\$18,867	\$18,724	\$143	12/31/2006

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Measure

Owner(s)

Expen: Total (DERM)

Carlos Espinosa Manny Almuina Herb Balfour

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

Performance

Ind	Actual	Goal	Variance	Date
▲	\$13,356	\$17,659	\$4,303	12/31/2006



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
▲	Expen: Personnel (DERM)	\$10,319	\$11,268	FY07 Q1
▲	Expen: Other Operating (DERM)	\$2,990	\$5,336	FY07 Q1
▲	Expen: Capital (DERM)	\$47	\$1,055	FY07 Q1

Internal Perspective

Objective Name	Owner(s)
Ensure Computer Services support	Jerry Crawford Carlos Espinosa

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
---------------------------------	----------	------------------------

Parent Objectives

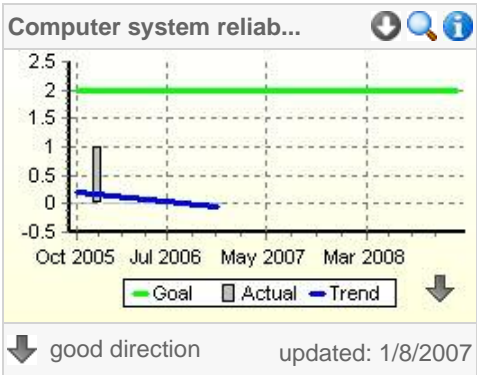
Measure	Owner(s)
Computer system reliability	Jerry Crawford Herb Balfour

A significant outage is defined as the lack of availability of an IT system that affects more than 25% of the DERM staff for more than 3 duty day hours that is not the result of an external dependency and is not a planned outage for maintenance.

Performance				
Ind	Actual	Goal	Variance	Date
	0 outages /month	2 outages /month	2 outages /month	12/31/2006

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
Ind	Name	Actual	Goal	Date



Measure**Owner(s)**

Help Desk average response time

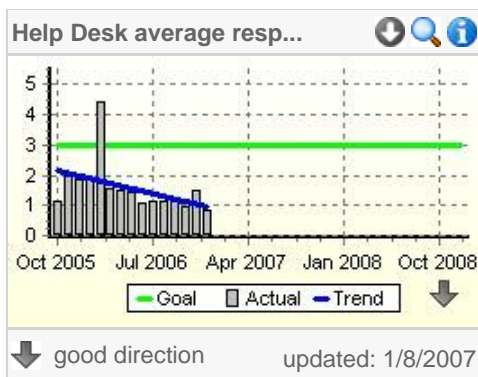
Jerry Crawford Herb Balfour

Performance

Ind	Actual	Goal	Variance	Date
▲	1 Days	3 Days	2 Days	12/31/2006

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

**Measure****Owner(s)**

Help Desk median response time

Jerry Crawford Herb Balfour

Performance

Ind	Actual	Goal	Variance	Date
▲	1 Day	1 Day	0 Day	12/31/2006

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Objective Name	Owner(s)
----------------	----------

Provide timely laboratory support for resource monitoring and enforcement activities (NU 3-1)	Herb Balfour Jana Bares
---	-------------------------


Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
---------------------------------	----------	------------------------

Parent Objectives

Measure	Owner(s)
---------	----------

Complete 80% of enforcement sample analysis within 15 days	Jana Bares Herb Balfour
--	-------------------------

Performance				
-------------	--	--	--	--

Ind	Actual	Goal	Variance	Date
	100 %	80 %	20 %	1/31/2007

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
----------------------------------	--	--	--	--

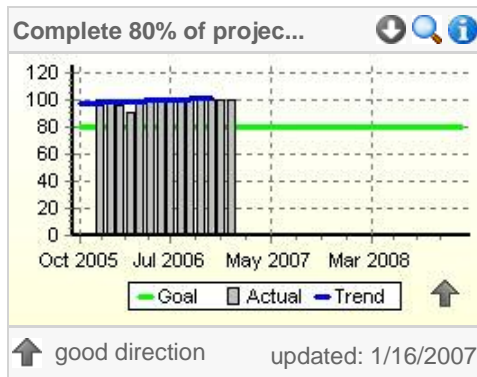
Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Measure	Owner(s)
Complete 80% of project samples within 20 days	Jana Bares Herb Balfour

Performance

Ind	Actual	Goal	Variance	Date
▲	100 %	80 %	20 %	1/31/2007



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Objective Name

Owner(s)

Increase the percentage of construction plan reviews completed within required turnaround times (NU 1-2)

Carlos Espinosa Jose Gonzalez
Carlos Hernandez

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

Measure

Owner(s)

DERM Percent of building permit plans reviewed within 4 to 8 days

Jose Gonzalez Carlos Hernandez

DERM is a review department in the County's land use and permitting process. DERM reviews environmental items of County, State, and Federal concern, such as tree protection, businesses that store, handle, or generate hazardous waste, storage tanks, contaminated sites, stormwater management, air quality protection, drinking water protection, water and sewer extensions, and habitat impact. The turnaround time is measured by the Building Department.

Performance

Ind	Actual	Goal	Variance	Date
▲	98 %	96 %	2 %	12/31/2006



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Objective Name**Owner(s)**

Increase the percentage of DERM permits issued within required turnaround times (ED 4-2)

Carlos Espinosa Lee Hefty

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Percent of all DERM annual operating permits issued within required turnaround times

Carlos Espinosa Jose Gonzalez Dorian Valdes

This measure is in development and represents a high-level view of how we are performing this service. DERM issues a multitude of local, state, and federal permits; ranging from simple to extremely complex. Child measures will enable the 'drill down' to review and compare different permit types.

Performance

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Measure	Owner(s)
---------	----------

Percent of Class IV Wetlands permit applications provided with completeness response within 30 day timeframe

Lee Hefty

Performance				
-------------	--	--	--	--

Ind	Actual	Goal	Variance	Date
<input checked="" type="checkbox"/>	90 %	100 %	(10) %	1/31/2007

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
----------------------------------	--	--	--	--

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Measure	Owner(s)
---------	----------

Percent of all DERM single-use permits issued within required turnaround times

Jose Gonzalez Dorian Valdes

As with operating permits, this is a high level view of these various permit types and our efficiency in issuing them. This measure is in development to ensure that all permit data is reported from different programs.

Performance				
-------------	--	--	--	--

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
----------------------------------	--	--	--	--

Ind	Name	Actual	Goal	Date
<input checked="" type="checkbox"/>	Percent of Class IV Wetlands permit applications provided with completeness response within 30 day timeframe	90 %	100 %	Jan 2007



Objective Name	Owner(s)
----------------	----------

Increase the percentage of inspections completed as scheduled (NU 4-2)

Jose Gonzalez Joe Stilwell Dorian Valdes

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
---------------------------------	----------	------------------------

Parent Objectives

Measure	Owner(s)
---------	----------

Percent of all DERM regulated facility inspections conducted as scheduled

Carlos Espinosa Joe Stilwell

This represents a high-level view of departmental performance as whole and enabling the drill down to different programs.

Performance

Ind	Actual	Goal	Variance	Date
	n/a	n/a	n/a	



Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
▲	Percent of air inspections completed on schedule	99 %	90 %	FY07 Q1
▲	Percent of drinking water facility inspections completed on schedule	97 %	95 %	FY07 Q1
■	Percent of Industrial Waste Facility (IW-5) inspections completed on schedule	89 %	90 %	FY07 Q1

Measure**Owner(s)**

Percent of drinking water facility inspections completed on schedule

Roy Patrick Joe Stilwell

DERM's Water and Wastewater Conveyance Section activities impact drinking water quality along with the Department of Health and the Water and Sewer Department. Inspections, samples, and approval of infrastructure construction all contribute to this effort.

Performance

Ind	Actual	Goal	Variance	Date
▲	97 %	95 %	2 %	12/31/2006

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

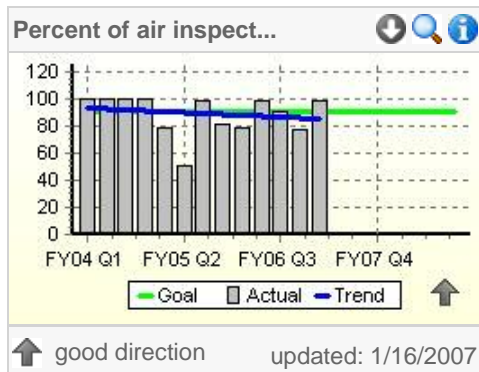
Measure**Owner(s)**

Percent of air inspections completed on schedule

Joe Stilwell Patrick Wong

Performance

Ind	Actual	Goal	Variance	Date
▲	99 %	90 %	9 %	12/31/2006

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Measure	Owner(s)
---------	----------

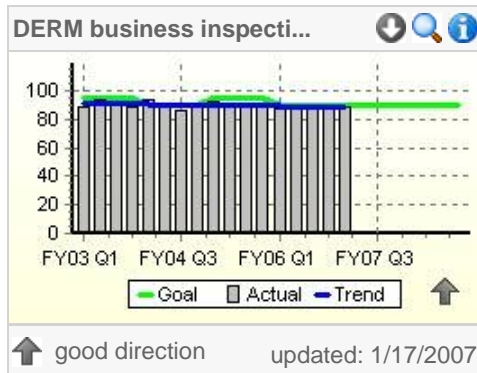
Percent of Industrial Waste Facility (IW-5) inspections completed on schedule

Roberto Abrahante Joe Stilwell

These facilities generate, store, and/or use industrial materials. Inspections are conducted to ensure adequate handling and disposal.

Performance

Ind	Actual	Goal	Variance	Date
■	89 %	90 %	(1) %	12/31/2006



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Objective Name

Owner(s)

Reduce inspector response time to environmental complaints and emergencies (NU 4-2)

Carlos Espinosa Jose Gonzalez Joe Stilwell

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

Measure

Owner(s)

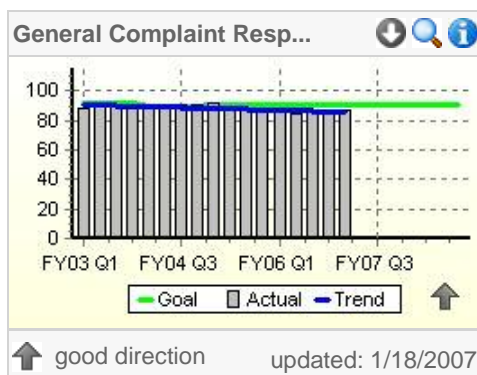
General Complaint Response (DERM): Percent of General Complaints Responded to within 48 hours

Joe Stilwell Manny Almuina Herb Balfour

Percent of General Complaints Responded to within 48 hours. DERM responds to environmental complaints and emergencies. Corrective action by the responsible party is required by the Inspector.

Performance

Ind	Actual	Goal	Variance	Date
■	87 %	90 %	(3) %	12/31/2006



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Measure
Owner(s)

Nuisance Complaint Response: Percent of Sanitary Nuisance Complaints responded to within 24 hours

Joe Stilwell Manny Almuina Herb Balfour

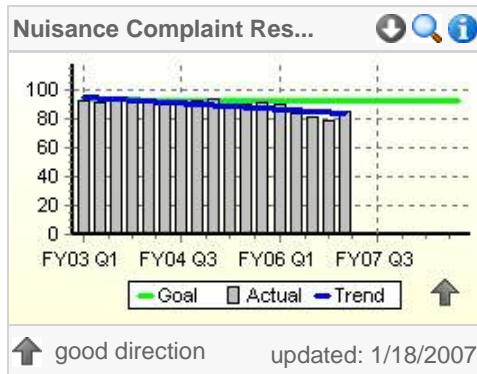
Percent of Nuisance Complaints Responded to within 24 hours. These are high-priority complaints that include sewage and greasetrap overflows. Corrective action by the responsible party is required by the Inspector.

Performance

Ind	Actual	Goal	Variance	Date
☑	85 %	92 %	(7) %	12/31/2006

Initiatives Linked To Measure
Owner(s)
Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------


Measure
Owner(s)

Number of general environmental complaints

Joe Stilwell Manny Almuina Herb Balfour

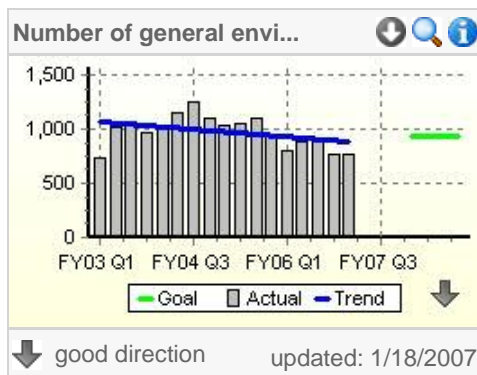
Number of general environmental complaints

Performance

Ind	Actual	Goal	Variance	Date
	768	n/a	n/a	12/31/2006

Initiatives Linked To Measure
Owner(s)
Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Measure
Owner(s)

Number of sanitary nuisance complaints

Joe Stilwell Manny Almuina Herb Balfour

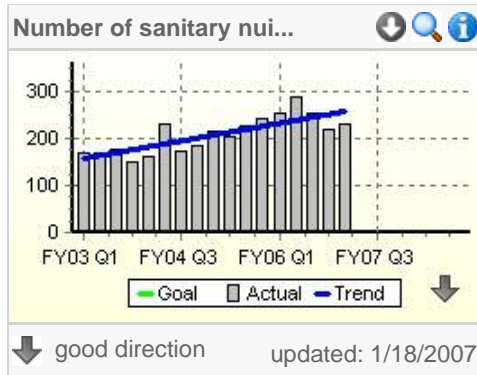
Number of sanitary nuisance complaints

Performance

Ind	Actual	Goal	Variance	Date
	232	n/a	n/a	12/31/2006

Initiatives Linked To Measure
Owner(s)
Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Learning and Growth Perspective

Objective Name	Owner(s)
----------------	----------

Increase technical training to staff (NU 2-3)	Julio Calle Carlos Espinosa Dorian Valdes
---	---

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
---------------------------------	----------	------------------------

Parent Objectives

Measure	Owner(s)
---------	----------

Hours of training	Julio Calle Carlos Espinosa Dorian Valdes
-------------------	---

The goal of 1,000 hours per quarter was established as a minimum for the Department.

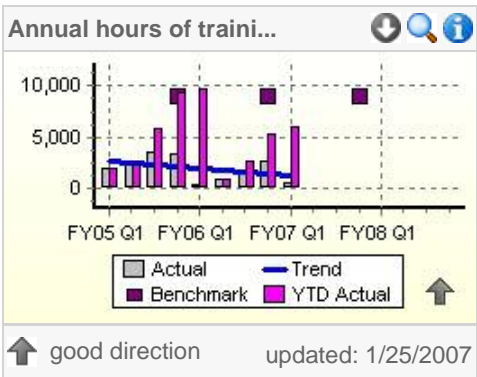
Performance

Ind	Actual	Goal	Variance	Date
☑	636	1,000	(364)	12/31/2006

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Objective Name	Owner(s)
----------------	----------

Reduce vacancy rates of key positions (NU 2-3)

Carlos Espinosa Marcia Melendez

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
---------------------------------	----------	------------------------

Parent Objectives

Measure	Owner(s)
---------	----------

Hydrogeologist 2 vacancy rate

Marcia Melendez

This position is critical for the review of contaminated site rehabilitation documents.

Performance

Ind	Actual	Goal	Variance	Date
	19 %	n/a	n/a	12/31/2006

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------



Measure	Owner(s)
Biologist 1 vacancy rate	Marcia Melendez

Performance

Ind	Actual	Goal	Variance	Date
	15 %	n/a	n/a	12/31/2006



Initiatives Linked To Measure

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Measure	Owner(s)
Engineer 2 vacancy rate	Marcia Melendez

Performance

Ind	Actual	Goal	Variance	Date
	9 %	n/a	n/a	12/31/2006



Initiatives Linked To Measure

Child Measures Linked To Measure

Ind	Name	Actual	Goal	Date
-----	------	--------	------	------

Initiatives Linked To Scorecard						
Name	Project	Status	%	\$		Owner(s)
Consolidate environmental inspection programs and permitting	1/1/2007	In Progress	75%	n/a		Jose Gonzalez Joe Stilwell
Comprehensive Everglades Restoration Plan (CERP)	1/1/2007	Not Started	20%	n/a		Susan Markley Dorian Valdes
Beach Renourishment	1/1/2007	In Progress	n/a			Dorian Valdes
Secure funding for Miami River Dredging Project		Not Started	%	n/a	n/a	Carlos Espinosa Dorian Valdes
Operation Sortie: Plan Review Quality	12/1/2006	In Progress	20%	n/a		Amy Knowles
Implement the Environmental Enterprise Operating System (EEOS)	1/1/2007	In Progress	40%		n/a	Jerry Crawford
Integrate the Department's Electronic Document Management Systems (EDMS) with more workgroups	1/1/2007	In Progress	50%		n/a	Jose Gonzalez Amy Knowles
Conduct formal review of Chapter 24 MDCC (NU 4-3)	1/1/2007	In Progress	30%	n/a		Joe Stilwell
Include comparative and competitive data in the analysis and reporting of department's performance results (DERM)	10/1/2006	In Progress	10%	n/a		Ray Baker Carlos Espinosa Jose Gonzalez Dorian Valdes
Develop a systematic approach to identifying, managing, and sharing best practices within department (DERM)	10/1/2006	In Progress	n/a	n/a		Ray Baker Carlos Espinosa Jose Gonzalez Dorian Valdes
Develop a systematic approach to analyzing performance data for determining priorities and supporting strategic decision-making (DERM)	10/1/2006	In Progress	n/a	n/a		Ray Baker Carlos Espinosa Jose Gonzalez Dorian Valdes
Fully Implement performance measurement (using ASE) at every level, including front line employees (DERM)	10/1/2006	In Progress	90%	n/a		Ray Baker Carlos Espinosa Jose Gonzalez Dorian Valdes
Develop a systematic, standardized approach to monitor and improve internal processes (DERM)	10/1/2006	In Progress	n/a	n/a		Ray Baker Carlos Espinosa Jose Gonzalez Dorian Valdes
Develop a systematic approach to collect/analyze employee satisfaction and dissatisfaction data (DERM)	10/1/2006	In Progress	n/a	n/a		Ray Baker Carlos Espinosa Jose Gonzalez Dorian Valdes
Develop a systematic approach to collect/analyze customer complaint, satisfaction, and dissatisfaction data (DERM)	10/1/2006	In Progress	n/a	n/a		Ray Baker Carlos Espinosa Jose Gonzalez Dorian Valdes